



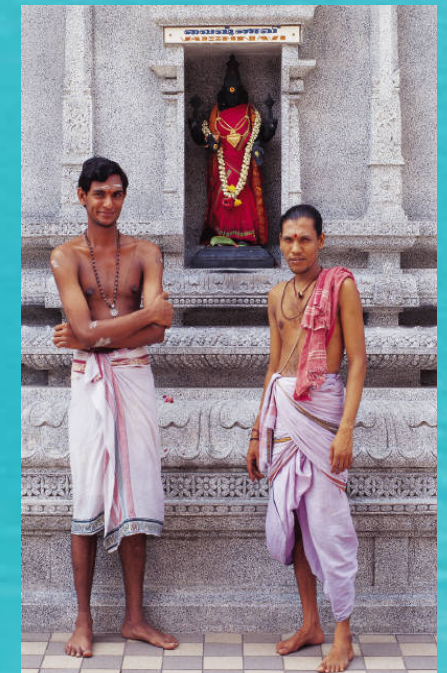
# The Power of Appreciative Inquiry



Presented by:

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# Our Agenda

- Hear about an approach to change that
  - Builds community, collaboration, communication and continuous learning
  - Engages people's hearts and minds
  - Stimulates creativity and innovation
  - Accelerates the system's capacity to change
  - Fosters a *spirit of discovery*, leading to breakthrough results



# Our Agenda (*cont'd*)

- Discuss why this approach to organizing and change is uniquely suited to NASA / Goddard
- Learn particular back-home applications that will enhance performance in this scientific and technical environment

# A Story About Change

- 93 % Customers Satisfied
- Wanted to Improve...
- What Did They Study?
- What Happened?



# Organization Development

- S. Srivastva and D. Cooperrider
  - Case Western Reserve University
  - Students of Organization Development
    - Question: *Might it be that the methods we use determine what we find?*
    - Experiments: *Problem Analytical vs. Appreciative Inquiry methods*





## *Ap-pre'ci-ate, v.*

1. To value or recognize the best in people or the world around us; to affirm past and present strengths, successes, and potentials; to perceive those things that give life (health, vitality, excellence) to living systems
2. To increase in value, e.g. the economy has appreciated in value.

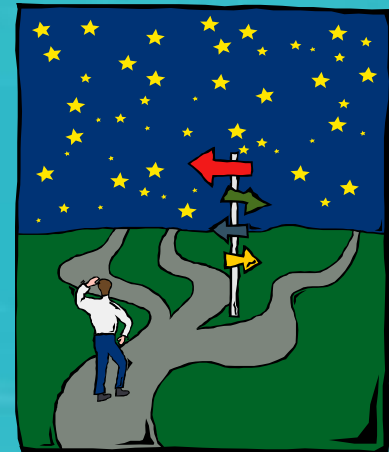
**Synonyms: VALUE, ESTEEM, and HONOR.**



## *In-quire', v.*

1. To ask questions; to be open to seeing new potentials and possibilities.
2. To explore and discover in order to learn about that which was previously unknown.
3. To dig up or unearth, as in a hidden treasure.

Synonyms: DISCOVER, SEARCH, STUDY



# Constructionist Principle: *Words Create Worlds*

- Much of what we know to be reality is subjective
- It is socially created, through language and conversations



*We do not describe the world we see.  
We see the world we describe.*

*Joe Jaworski*



# Principle of Simultaneity: *Inquiry Creates Change*

- Change begins the moment we ask a question.
- Inquiry creates opportunities for:
  - Relationships among improbable pairs
  - Knowledge sharing and generation
  - Uncommon actions to emerge

*The moment of questioning is the also  
the moment of choice.*

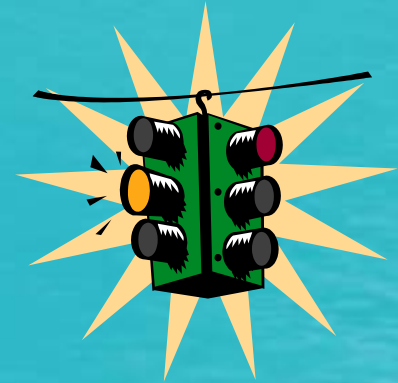
*Marilee Goldberg*

# Anticipatory Principle: *Image Inspires Action*

- Human systems move in the direction of their images of the future
- Deep change starts with changes in images of the future.

*Whether you think you can or think  
you can't, you're right.*

*Henry Ford*

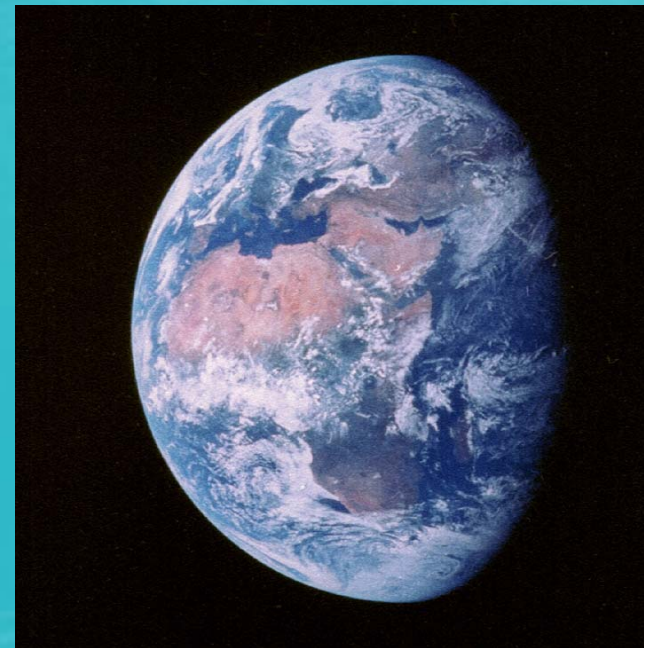


# Wholeness Principle

- Wholeness brings out the best in people and organizations
- Seeing the whole picture, hearing many perspectives, bringing one's whole self = *health*

*The first day, we pointed to our countries.  
Then we were pointing to our continents.  
By the fifth day we were aware of only  
one Earth.*

*Sultan Bin Salmon al-Saud  
Astronaut, Saudi Arabia*

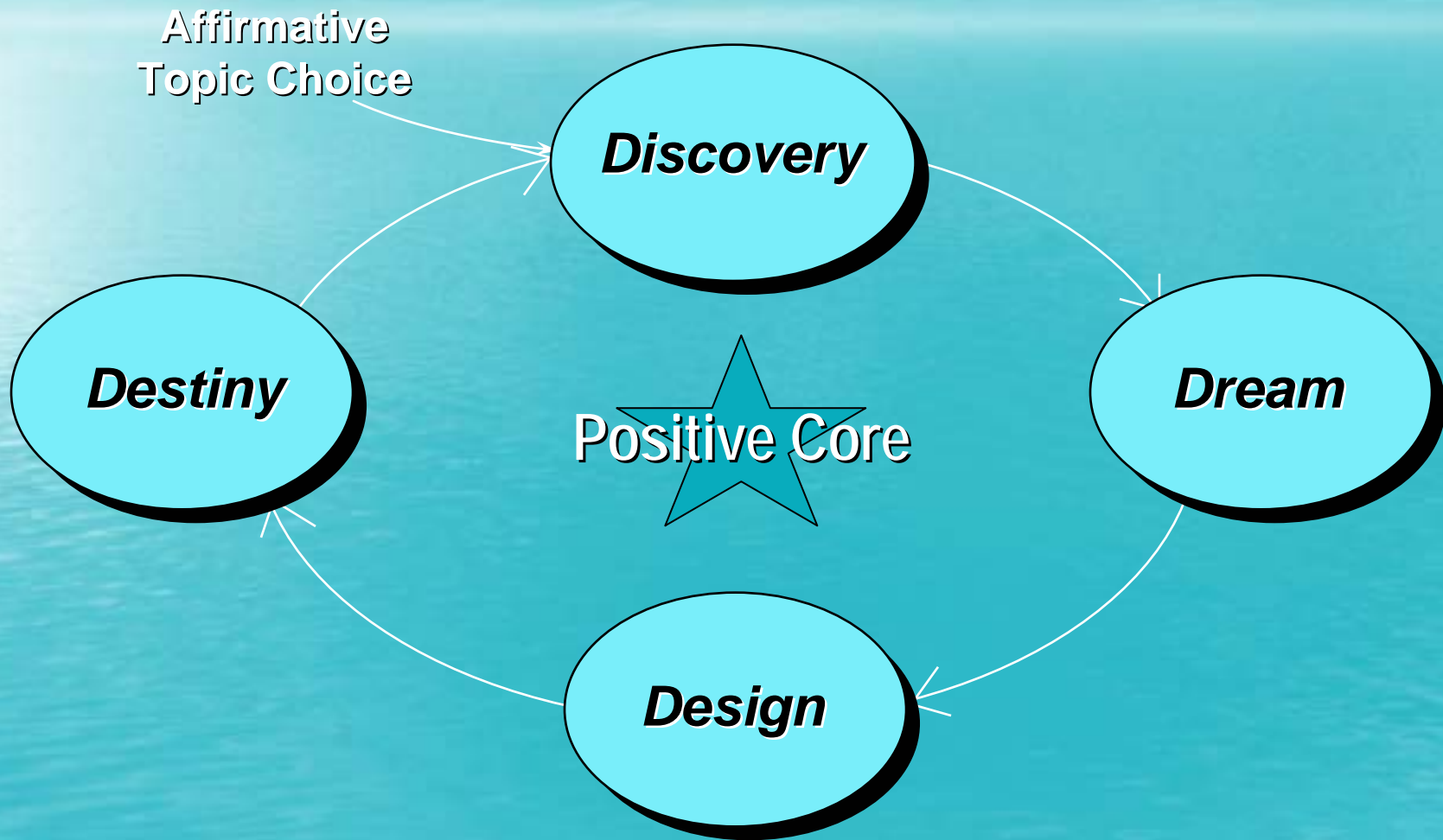




# A Mini Appreciative Interview

1. Describe to me a peak experience or high point in your life with Goddard. A time when you felt most alive, most engaged, or *really proud* of yourself, your work, and the contribution that you make.
2. Without being humble, what do you most value about yourself, your team, and the contribution that it makes to Goddard's overall mission in the world.

# Unleashing the Power of Appreciative Inquiry



# Discovery

## *Appreciate the Best of What Is*





# Dream

*Imagine What Might Be*



# Design

## *Create Your Preferred Organization*





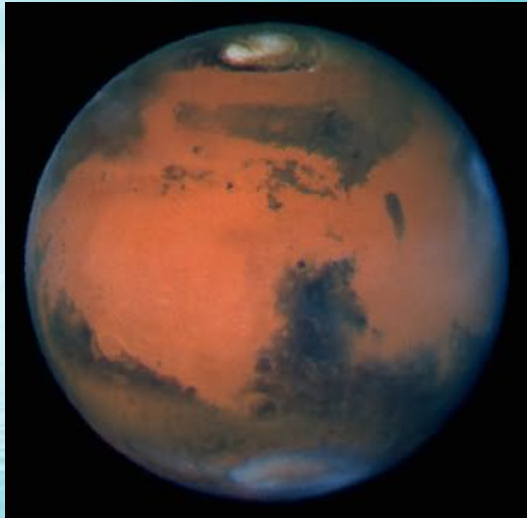
# Destiny

*Create What Will Be*





# What's Needed Within NASA



- Clear, sustained, shared sense of purpose
- Openness to the unexpected
- Relationships and connections throughout and beyond the agency
- Ideas, inspirations and concerns openly discussed across silos
- Deep listening at all levels
- Accelerated capacity to make changes

# Another Mini-Interview

- What are the most *positive macro trends* that you see in NASA / Goddard and in the world? The ones that give you the greatest sense of hope for the future of our work, and for space travel in general?

# Another Mini-Interview (*cont'd*)

- It's 2015. The President's vision for NASA has been met and exceeded. The space station is fully operational, thanks in part to the shuttle's safe and rapid return to service. A crew exploration vehicle has launched and returned several robotic and manned missions, including a return lunar mission.
  - What do you see *organizationally*? How is the NASA as a whole – and Goddard in particular – configured in order to support the success of our mission?
  - What changes have we made that were specifically targeted towards *safety* in all of our manned missions?
  - What *strategic partnerships* have we formed?
  - What *first steps* did we take back in 2005, that led us to where we are today?



# Back-Home Applications

- One NASA program?
- Merger of two organizations (e.g., Earth and Space Sciences)?
- Nurturing a culture of safety?
- Fostering internal alliances?
- Team building?

# **For Further Information**

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